

## **C.1 PURPOSE**

The United States (U.S.) Agency for International Development (USAID), Bureau for Democracy, Conflict and Humanitarian Assistance's (DCHA) Office of Foreign Disaster and Assistance (OFDA) requires end-to-end Information and Communications Technology (ICT) support. This shall encompass all communications and computer resources. The contractor shall plan, staff, and implement all of OFDA's ICT support requirements both for OFDA's operations at headquarters and for its field responses to natural or man-made disasters around the world.

### **C.1.1 VISION**

OFDA's vision is to enter into a working relationship with industry to maintain and enhance OFDA's critical network, communications, systems, and application functions. OFDA is looking for reliable and effective approaches to managing the current technical environment and systems/application development processes, while selectively pursuing opportunities to innovate and leverage emerging technologies and trends to support OFDA's operations. Reliability and accessibility of its IT and communications infrastructure and all supporting services are critical to OFDA's ability to respond effectively and immediately to disasters around the world.

## **C.2 OFDA MISSION AND BACKGROUND**

Within USAID's DCHA, the OFDA is the lead Federal office responsible for coordinating the U.S. Government response to international disasters. With a mandate to save lives, alleviate human suffering, and reduce the economic and social impact of disasters worldwide, OFDA responds to an average of 70 disasters in more than 50 countries every year. The Office ensures that aid reaches people affected by rapid onset disasters, including earthquakes, volcanoes, and floods, as well as slow-onset crises, such as drought and conflict. Its team of seasoned humanitarian professionals, policy advisors, and technical experts identify the most urgent humanitarian needs immediately following a disaster and work alongside local governments to assist tens of millions of people and save countless lives. OFDA works in a variety of humanitarian assistance sectors including, but not limited to, the following: agriculture and livestock, emergency health and nutrition, livelihoods, and water, sanitation, and hygiene. OFDA also provides critical relief supplies—such as emergency shelter materials, water purification systems, blankets, and hygiene kits—and urban search and rescue support as appropriate to people in need living in disaster-affected areas all around the globe.

OFDA is currently comprised of approximately 400 full-time personnel posted throughout the world, plus approximately 150 temporary or surge personnel who may be activated as needed; this includes contractor support staff. A majority of the staff, operates out of the three headquarters offices—two in Washington, D.C. and one that is contractor-provided, currently in Arlington, Virginia. There are currently approximately 300 full-time Washington-based personnel, including contractor support staff. OFDA also has staff located in six regional offices around the world in San Jose, Costa Rica; Budapest, Hungary; Bangkok, Thailand; Dakar, Senegal; Nairobi, Kenya; and Pretoria, South Africa, as well as several sub-regional and field offices at any given time.

OFDA operates under a six-division structure as follows:

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- a. The **Program Support** Division provides operational management support, including general administration, budget and financial services, procurement planning, information technology (IT), human resources management including staff care, and contract and grant administration support to OFDA. Program Support supports OFDA's mandate by providing innovative solutions for IT, staffing, funds control, budgeting, information and human resource management, and procurement to facilitate timely disaster responses. Management of OFDA's ICT Program falls within the Program Support Division.
- b. The **Preparation, Strategic Planning, and Mitigation (PSPM) Division** is responsible for the technical oversight of all OFDA response and mitigation programs, as well as preparation and strategic planning for response, mitigation, and disaster risk reduction activities. The PSPM Division houses technical experts in all sectors potentially affected by disasters, and leads the Agency in developing and promoting best practices for programming in these specific sectors. In addition, PSPM is the focal point for technological innovations for humanitarian assistance in areas such as monitoring and evaluation, assessment, and information management.
- c. The **Operations (Ops) Division** is responsible for deploying OFDA's staff, systems and resources into the field. Ops provides technical expertise in humanitarian response logistics; disaster response systems; urban search and rescue; personnel safety and security; field administrative support; and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) responses. Ops manages global warehousing of humanitarian relief commodities, emergency surge capacity staffing mechanisms, and the administrative support to field offices around the world. Ops is also responsible for managing relationships with the Department of Defense (DoD), the Federal Emergency Management Agency (FEMA), and disaster response teams at the United Nations (U.N.).
- d. The **Humanitarian Policy and Global Engagement (HPGE) Division** serves as the principle focal point for humanitarian policy development, engagement with U.N. agencies and other public international organizations, and other donor governments. The HPGE Division tracks trends and policy developments in the humanitarian assistance field; engages in policy dialogue with other parts of USAID, the U.S. Government (USG) interagency, other donors, multilateral agencies, and NGO partners; recommends strategies for action to DCHA; initiates development of policy and internal guidance for OFDA; maintains global relationships with implementing partners, other donors, and the broader humanitarian architecture; engages with the U.N. to advance USG humanitarian policy objectives and to promote humanitarian principles within the USG and internationally; leads OFDA's communications and social media outreach to effectively communicate OFDA's story to a variety of strategic audiences; and serves as the office's primary interlocutor on strategic issues with other Federal partners to provide guidance to OFDA on policy issues pertaining to the interagency, and to improve USG humanitarian coordination and response during large-scale crises. The HPGE Division has staff focused on program development, policy and outreach, strategic communications, and interagency

engagement. The HPGE Team is also supported by Humanitarian Advisors located in Rome, Geneva, and the United States Mission to the United Nations (USUN) in New York.

- e. The **Africa Disaster Response Division** manages the programmatic aspects of OFDA's humanitarian activities by providing relief supplies and services, as well as disaster risk reduction interventions, to beneficiaries throughout Africa. This includes disaster assessment and analysis, program planning and strategy development, and award management. It also maintains critical relationships with key stakeholders across the U.S. government and international community critical to coordinating and implementing humanitarian activities in Africa, and serves in a leadership role on issues in all regions in Africa.
- f. The **Asia, Latin America, Europe (ALE) Disaster Response Division** manages the programmatic aspects of OFDA's humanitarian activities by providing relief supplies and services, as well as disaster risk reduction interventions, to beneficiaries throughout Asia (East Asia, the Pacific, and South Asia), Latin America and the Caribbean, Europe, the Middle East, and Central Asia. This includes disaster assessment and analysis, program planning and strategy development, and award management. It also maintains critical relationships with key stakeholders across the U.S. Government and international community critical to coordinating and implementing humanitarian activities in the respective regions, and serves in a leadership role on region-specific issues.

### **C.2.1 CURRENT IT/NETWORK ENVIRONMENT**

OFDA's ICT program consists of operations and maintenance support for its Washington-based staff, as well the capacity to stand-up three simultaneous Response Management Teams (RMTs) in Washington and to deploy five simultaneous Disaster Assistance Response Teams (DARTs) globally. OFDA regional and field offices are located within USAID Mission facilities and most of the field staff daily IT support on the USAID.gov network is provided through local Mission staff and not through this contract, with the exception of the OFDA Latin America and Caribbean (LAC) Costa Rica office which is owned and maintained by OFDA. IT support to the Costa Rica office is provided by a dedicated OFDA ICT support staff located at the LAC office. Access to the OFDA LAC office does not require a Secret clearance.

OFDA staff currently has access to and operates on two separate and distinct networks.

- a. **OFUSAID** – This network is part of USAID's broader USAID.gov network and is supported on a limited basis under this contract. The primary responsibility for operability of this network and all corporate applications on the network resides with the USAID Office of the Chief Information Officer (OCIO). All OFDA users are provided a USAID.gov e-mail address, and this is the primary network used by staff located in the Ronald Reagan Building (RRB); USAID.gov uses Gmail. The OFDA ICT contractor provides help desk support, account administration, and trouble shooting for the network. In collaboration with the USAID OCIO, the OFDA contractor maintains the server hardware and software on OFUSAID.

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- b. **OFDA.gov** - The OFDA.gov network is an autonomous and completely separate network owned, operated, and maintained by OFDA through this contract. It was created to accommodate OFDA's 24/7 availability, accessibility, and support requirements which outpaced the broader USAID requirements, while allowing for a higher degree of risk tolerance. For example, while OFDA is willing to allow users who do not have security clearances access to the network with only two forms of government identification so that it can surge its capacity during a disaster response, having the network go down over a weekend or not having access to support staff to trouble shoot issues is unacceptable. Having the OFDA.gov network has enhanced OFDA's ability to lead the U.S. Government foreign disaster response operations. The majority of the network infrastructure is located in the contractor-operated facility. It is accessed and used as the primary network for OFDA users in the National Press Building (NPB) on the 7<sup>th</sup> and 11<sup>th</sup> floors and the staff at the contractor-provided facility. All Emergency Operations Centers (EOCs) are run on the OFDA.gov network. The network can be remotely accessed via a variety of web-based interfaces. Most OFDA field personnel and staff deployed on temporary duty assignment (TDY) tend to use this network for day-to-day work, as well. In addition, it is used for all communications (e-mail) and electronic records filing for DARTs and RMTs. The OFDA.gov network houses all OFDA-specific applications which currently include Abacus and the Awards Results Tracking System (ART). OFDA's Deputy Director is the current Designated Approving Authority (DAA) and USAID Chief Information Security Officer (CISO) is the Authorizing Official (AO).

As of 2014, there are 18 virtual Windows 2008 servers at the NPB facility on the OFDA.gov network. At the RRB there are six Windows 2008 servers all on the OFUSAID.gov network. The contractor-provided facility hosts over 70 Windows servers, primarily 2008, and approximately 10 Linux servers, all for OFDA.gov. Storage for the OFDA.gov network is provided by a 45 terabyte (TB) EMC SAN, 36 TB of which is allocated to Virtual Machines (VMs). An Avamar grid provides 27 TB of backup capacity, 20 TB of which is in use. The LAC Costa Rica office has five Windows servers locally supported by OFDA personnel. This is the only overseas office in which OFDA provides on-site network and user support. In addition, the three Washington, D.C. area sites host over 70 switches, firewalls, routers, and other networking devices.

OFDA also provides limited support for DCHA's Office of Transition Initiatives (OTI). Primarily, the current level of OTI support involves maintaining the office's approximately 200 unit laptop inventory.

For both networks, the server base is primarily Windows Server 2008 running on VMware. There are also several Linux servers supporting the Abacus suite of Oracle-based applications which runs on the Oracle VM platform. Workstations were upgraded to Windows 7 in 2014. Currently, there are approximately 90 virtual and 25 physical servers, 290 OFDA laptops, and over 400 workstations.

The ICT services currently provided to staff includes the following:

- a. Messaging services: OFUSAID (Gmail) and OFDA.gov (Exchange) e-mail accounts.

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- b. Network resources: Shared drives, group applications, group database, printers, servers, websites, IT training, and network monitoring tools.
- c. EOCs: Facilities, equipment, network/systems/application development, maintenance and support.
- d. Intranet: SharePoint.
- e. Management Information Applications: OFDA's Program Planning, Tracking and Monitoring System: Abacus and ART.
- f. Database software: Microsoft Structured Query Language (MS SQL) and Oracle.
- g. IT Hardware and Associated Service Agreements: Laptops, desktops, printers, servers, and scanners.
- h. Telephony Services/Equipment: Cisco Voice over Internet Protocol (VoIP) phone system, mobile devices (e.g., cellular phones and tablets).
- i. Wireless Communications: Mobile phones, mobile device management via MAAS360, and multifactor authentication using RSA hard and soft tokens.
- j. Field Communications: Satellite phones and terminals, vehicle communications equipment, High Frequency (HF), Very High Frequency (VHF), and Ultra High Frequency (UHF) radios.

OFDA's current internal information management application is known as "Abacus." It has been designed to support OFDA's integrated information management process and policies, including program planning, budgeting, award processing, program tracking, and financial management and reporting. Abacus, which is built on an Oracle database, is the resource used by office staff to perform data management and respond to stakeholder requests for information (see Section J, Attachment N). The ART is a sub-component of Abacus, which allows OFDA implementing partners to submit results data and reports electronically (see Section J, Attachment N).

In support of RMT requirements, OFDA currently maintains three EOCs—two are located in the RRB and one is located off-site at a contractor-provided facility. The contractor maintains the capacity to support three EOCs and three simultaneous RMTs. While a standard RMT has twelve core positions, it can be as large as a twenty-four person team. During times of RMT activation, the contractor provides sufficient IT support to ensure that all three EOCs remain fully functional 24 hours a day, 7 days a week, and provide on-site Help Desk support during the primary RMT operational hours as established by the Response Manager. The contractor may be required to employ surge staffing and/or to perform outside of the regular working hours. The activation of an RMT also places additional demands on the contractor outside of Help Desk support, such as additional network troubleshooting, systems/application support, mobile communications support, and the development of custom reporting through Abacus.

In support of the DART requirement, the contractor maintains a fully functional communications cache to deploy five simultaneous DART teams. A typical DART team is staffed with about six to twelve OFDA personnel, but may be much larger depending on the magnitude of the disaster and the level of involvement of other USG agencies. In addition, the Response Director may opt to require contractor-supplied communications officer support to serve on the DART team. To support this function, the contractor determines and arranges communications coverage for the DART, develops and maintains a comprehensive communication plan for the DART, ensures all

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field communications equipment is functional and trouble-shoots and addresses equipment issues as they arise, and proactively addresses any ad hoc communications needs/challenges as they arise. The average number of RMT activations and DART deployments per year is approximately four, although this fluctuates significantly during any given year with the occurrence or absence of international disasters.

The contractor also maintains adequate dedicated contiguous space to host and facilitate all OFDA trainings and meetings, houses the third EOC including interagency overflow capacity for an additional 12 workstations, warehouses OFDA DART communications and deployment cache and all IT inventory not otherwise deployed (current warehousing space is 1,385 sq. ft.), hosts the current OFDA.gov network infrastructure (current network space is 485 sq. ft.), seats all IT contractor staff not working in the RRB or NPB, and provides six dedicated offices for OFDA staff utilization during trainings or to be used for Continuity of Operations Program (COOP) capacity should the RRB be rendered inaccessible.

The contractor is currently establishing hot-hot replication of the three critical systems: Exchange, SharePoint, and Abacus. The COOP site is being established at the NPB. The NPB currently houses OFDA infrastructure and provides OFDA Support with a convenient means to install and test the COOP infrastructure. After the completion of the hot-hot replication site, OFDA Support plans to identify and deploy the COOP site to a FedRAMP-certified cloud services provider. This is planned to be completed prior to the award of this TO.

### **C.3 SCOPE**

The contractor shall provide ICT services to support OFDA's daily operations world-wide and during multiple concurrent and ongoing major disaster response operations, often in remote and austere areas of the world with limited infrastructure. The contractor shall provide this support both from headquarters and in the field. This support may be critical not only to the success of the particular humanitarian mission, but to the safety and security of staff, as well as to the image of the USG in the world community.

### **C.4 TASKS**

The contractor shall provide the support described in the following functional task areas.

- Task 1 - Program Management
- Task 2 - Operations and Maintenance Support
- Task 3 - Application Development and Maintenance Support
- Task 4 - ICT Response Readiness and Field Operations Support
- Task 5 - ICT Equipment Management
- Task 6 - Surge ICT Support
- Task 7 - Execute Transition-In
- Task 8 - Execute Transition-Out

#### **C.4.1 TASK 1 - PROGRAM MANAGEMENT SUPPORT**

The contractor shall provide program management support and all necessary personnel, administrative, logistical, financial, and managerial resources under this TO. This includes the management and oversight of all activities performed by contractor personnel, including

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subcontractors, to satisfy the requirements identified in this Performance-Based Statement of Work (SOW). In accordance with Federal and USAID travel policies, the contractor shall use proven methods for the immediate deployment - within four hours of notice - of ICT personnel and equipment to locations around the world. The contractor shall schedule meetings and provide deliverables in accordance with Section F.

### **C.4.1.1 SUBTASK 1 - COORDINATE A TASK ORDER KICK-OFF MEETING**

The contractor shall schedule and coordinate a Task Order Kick-Off Meeting (see Section F.3, **Deliverable 2**) at the Government's site. At a minimum, the attendees shall include key contractor personnel, representatives from OFDA, and other key Government personnel, the Contracting Officer (CO) and the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer's Representative (COR). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization, and reporting procedures. The contractor shall provide the following at the Kick-Off meeting:

- a. Security: Government action required, status of any outstanding clearances, and next steps.
- b. Updated Transition-In Plan (see Section C.4.7 and Section F.3, **Deliverable 4**)

### **C.4.1.2 SUBTASK 2 - MONTHLY STATUS MEETINGS**

The contractor shall convene a Monthly Status Meeting (see Section F.3, **Deliverable 9**) with the OFDA Technical Point of Contact (TPOC), FEDSIM COR, and other key Government stakeholders. The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and monthly status reports (MSR), provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities.

### **C.4.1.3 SUBTASK 3 - MONTHLY STATUS REPORT (MSR)**

The contractor shall provide a Monthly Status Report (MSR) (see Section F.3, **Deliverable 8**) that briefly summarizes, by task area, the management and technical progress to date, as well as, the information indicated below by task area. A sample is provided in Section J, Attachment B. The contractor shall provide, at a minimum, the following information by either billing cycle or calendar month depending on the Government's needs:

- a. Status of all activities/requirements by program
- b. Personnel gains, losses, and status (security clearance, open positions, etc.)
- c. Progress against milestones and estimated cost
- d. Deliverables submitted for the period
- e. Compliance with Service Level Agreements (SLAs)
- f. Name, rate, and total billed hours by individual
- g. Summary of trips taken, conferences attended, etc. Attach trip reports to this MSR for the appropriate reporting period.

- h. Travel costs
- i. Tool / ODC costs
- j. Total cost
- k. Hours expended by labor category
- l. Labor overhead
- m. Subcontractor labor
- n. Other subcontractor costs
- o. Planned versus actual hours
- p. Planned versus actual dollars
- q. Deviations from planned expenditures

The contractor shall reconcile the MSR with each invoice such that they can be matched month by month.

In addition to the MSR, the contractor shall provide a Mailbox Account Size Report monthly (see Section F.3, **Deliverable 10**). This Mailbox Account Size Report shall include: number of total items and size of each mailbox, average mailbox size, mailboxes over 512MB, and database size. The contractor shall provide this information for RMTs, OFDA.gov, and OTI mailboxes.

#### **C.4.1.4 SUBTASK 4 - PREPARE PROJECT MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP (see Section F.3, **Deliverable 6**). The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between or among Government organizations.

The contractor shall provide the Government with a draft PMP in accordance with Section F, on which the Government will make comments. The final PMP shall incorporate the Government's comments (see Section F.3, **Deliverable 7**).

#### **C.4.1.5 SUBTASK 5 - UPDATE THE PROJECT MANAGEMENT PLAN (PMP)**

The PMP is an evolutionary document that shall be updated annually at a minimum. The contractor shall work from the latest Government-approved version of the PMP.

#### **C.4.1.6 SUBTASK 6 - PREPARE TRIP REPORTS**

The contractor shall submit a Trip Report (see Section F.3, **Deliverable 11**) for each trip taken unless otherwise specified by the Government. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and point of contact (POC) at the travel location.

#### **C.4.1.7 SUBTASK 7 - UPDATE QUALITY CONTROL PLAN (QCP)**



The contractor shall update the QCP submitted with its proposal (see Section F.3, **Deliverable 12**). The contractor shall periodically update the QCP as changes in program processes are identified.

#### **C.4.1.8 SUBTASK 8 - DEVELOP A DISASTER RECOVERY PLAN**

The contractor shall support hot-hot replication of OFDA's three critical systems: Exchange, SharePoint, and Abacus. In the advent of a failure of the primary site, the COOP site shall enable OFDA to restore the data and functionality provided by these systems within two hours in accordance with SLAs (see Section J, Attachment J).

The contractor shall develop a Disaster Recovery Plan for COOP for Government approval (see Section F.3, **Deliverable 16**). The contractor shall designate a list of contractor personnel as a system/network recovery team and provide this list and any associated recall information. In the event of a disaster in the Washington, D.C. area, the system/network recovery team shall assess damage to systems/networks within the scope of this TO and recommend Courses of Action (COAs) to the OFDA TPOC to mitigate damage and expedite system/network restoral.

#### **C.4.2 TASK 2 – OPERATIONS AND MAINTENANCE SUPPORT**

The contractor shall provide operations and maintenance support, including network support, information security, systems operations support, and user support/help desk support to enable OFDA to accomplish its foreign disaster assistance mission. In addition to normal daily operations, the contractor shall support this task during periods when the OFDA is operating multiple disaster response activities. In support of periods of escalated activity (e.g., disaster response), the contractor shall perform tasks using accelerated, yet effective and efficient processes that can provide the required support to maintain full operational capability.

##### **C.4.2.1 SUBTASK 1 - NETWORK SUPPORT**

The contractor shall provide effective, efficient, secure, and reliable information network services for OFDA. The contractor shall:

- a. Perform the development, procurement, management and maintenance of the OFDA.gov network and all associated network resources.
- b. In collaboration with USAID OCIO, the contractor will develop, procure, manage, and maintain all OFUSAID resources.
- c. Provide proactive and reactive management of resources by monitoring and controlling networks, available bandwidth, hardware, and distributed software resources operating on both networks. When an identified issue resides on the OFUSAID network and is within the USAID OCIO's area of responsibility, the contractor shall make the USAID OCIO aware of the issue, track and communicate progress of resolution to the OFDA TPOC, provide support, when possible, to the USAID OCIO to troubleshoot and resolve issue, and keep OFDA users apprised of progress until resolved.
- d. Respond to and report on any network outages, security incidents, and performance issues on both networks.

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- e. Maintain documentation of network configuration including a network diagram that details Internet Protocol (IP) addressing, routing, and telecommunication links for the OFDA.gov network.
- f. Design and maintain network infrastructure to optimize performance on OFDA.gov.
- g. Perform regularly scheduled daily backups on all supported servers.
- h. Maintain a patch management system such that patches are pushed to servers, workstations and other network assets in a timely and effective manner to address vulnerabilities and ensure operability.
- i. Ensure the OFDA.gov network and all system applications are available 99.9 percent of 24 hours a day, 7 days a week, 365 days of the year (see Section J, Attachment J).
- j. Maintain the OFDA.gov network on a separate power source from the RRB downtown Washington, D.C. office, such that should power be lost to the RRB the OFDA.gov network shall still have power. Provide an uninterrupted power source to the OFDA.gov network in case public utilities are not available.
- k. Provide badge-access security controls to the spaces containing network components and testing areas.
- l. Configure and maintain Access Control Lists (ACLs) to grant/restrict network access to authorized users (see Section F.3, **Deliverable 17**).
- m. Create new authorized user accounts on the OFDA.gov and OFUSAID networks.
- n. Control and document access to the networks through activation of data ports at the RRB (e.g., space adds, moves, and changes) in coordination with the DCHA bureau's Administrative and Management Services (AMS) function and the USAID OCIO.
- o. In conjunction with USAID's Office of Security (SEC), the USAID OCIO, and AMS, acquire and maintain all appropriate standard documentation for the creation of new user accounts.
- p. Manage user accounts such that they are disabled or deleted (as appropriate and directed by employee's supervisor) upon permanent or temporary departure of employees in a timely manner. Disabled accounts for returning surge staff should be re-enabled in a timely manner (within two hours) (see Section J, Attachment J).
- q. Continue the establishment and implementation of a common interface where users can be signed into Single Sign-On (SSO) via AIDNET active directory credentialing in order to access resources and applications on both networks.
- r. Manage and operate all OFDA computers connected to and running on both OFDA networks.
- s. Maintain the network infrastructure of both networks by performing preventative maintenance and routine service, to include: troubleshooting, isolating faults, and repairing and replacing components.
- t. Maintain network infrastructure/connectivity documentation of OFDA.gov and OFUSAID networks and all associated systems/assets.
- u. Maintain OFDA.gov network databases and network-related information (e.g., IP address assignments, Virtual Local Area Network (LAN) assignments).
- v. Provide systems support for centrally located (in the Washington, D.C. metropolitan area) headquarters staff and provide field support as necessary remotely or through travel, as

required. OFDA's San Jose office is the exception as the contractor shall staff one full-time staff member located at this office who will also serve as the Communications Field Officer in the region. The contractor shall provide appropriate coverage when this staff member is not available at the LAC office.

- w. In advance of network infrastructure reaching lifecycle expiration, research alternative solutions for replacement that takes advantage of emerging technologies such as cloud solutions or other technologies. Analyze risks and cost/benefit considerations and develop business/support model to meet OFDA's operational and availability requirements. At the determination of the Government, implement proposed solutions in part or entirety insuring a seamless transition with minimal downtime and impact to users.

#### **C.4.2.2 SUBTASK 2 - USAID COMPLIANCE AND COORDINATION**

The contractor shall comply with all USAID policies for IT as required by the USAID OCIO and the CISO. This includes, but is not limited to, Agency policy on software, hardware, websites, systems architecture, and Information Security and Privacy. USAID policy pertaining to IT is located in the Agency's Automated Directive System Series 500, retrievable through the following link: <http://www.usaid.gov/who-we-are/agency-policy/series-500>. Note, USAID policy is subject to change and is revised regularly to maintain currency with Federal IT Policy regulations. The systems managed within scope of this requirement are Federal Information Security Management Act (FISMA) Moderate.

The contractor shall:

- a. Maintain a cooperative working relationship with the USAID OCIO and CISO in order to maintain currency in any and all changes to IT security, infrastructure, network, policy, privacy or other IT-related changes and requirements. The contractor shall ensure that that OFDA's IT portfolio remains in compliance with USAID OCIO and CISO policy.
- b. Ensure that all databases and information management systems meet Agency and USG Privacy Act requirements. This includes, but is not limited to, documenting all known systems to meet Privacy Impact Assessment (PIA) standards. These assessments are performed annually by reviewing and documenting each system to determine if they contain personal information and at what level the system contains the information. OFDA currently has approximately four systems that undergo annual PIA assessments; this is subject to change. Refer to USAID's Automated Directives System (ADS) 508 USAID Privacy Program for further information, retrievable through the following link: <http://www.usaid.gov/ads/policy/500/508>.
- c. Maintain a Security Risk Assessment and Security Plan for the OFDA.gov network. Both the risk assessment and the security plan shall be closely coordinated with and approved by the USAID CISO.
- d. Work with the USAID OCIO to maintain a secure, FISMA compliant network environment to include continuous monitoring and addressing vulnerabilities identified by CISO through the nCircle IP360 and/or USAID OCIO conducted intrusion detection. Utilize the CISO provided nCircle IP360 vulnerability scan results to maintain a B or better on monthly reports on all IT assets under OFDA's control (see Section J, Attachment J). Access will be granted to the nCircle IP360 to review the continuous scan

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results so that vulnerabilities can be investigated and addressed. In the event of notification of a classified spillage (classified materials sent from ClassNet to OFDA staff on OFDA.gov or OFUSAID), work closely with CISO to ensure spillage is contained and wiped immediately. Any impact to the users should be clearly communicated prior to wiping devices.

- e. Maintain and update the Assessment and Authorization (A&A) documentation per CISO guidance. Refer to USAID's ADS 545 Information Systems Security for further information, retrievable through the following link: <http://www.usaid.gov/ads/policy/500/545>
- f. Conduct technical (e.g., upgrade desktop images and install patches) coordination as required with the USAID OCIO and CISO to maintain currency in any changing Federal or Agency IT policy or requirements.
- g. Undergo FISMA audit of the OFDA.gov network as required by USAID's Office of the Inspector General (IG), including providing all requested materials through the Cyber Security Assessment and Management (C-SAM) system, documenting all processes, systems, infrastructure or other information under review, and ensuring compliance with and implementation of all changes documented through the Plan of Action and Milestones (POA&Ms) in order to reduce the risk profile of the OFDA.gov network.

### **C.4.2.3 SUBTASK 3 - SYSTEMS OPERATIONS SUPPORT**

The contractor shall provide all Systems Operations Support which encompasses the functional areas of operations, maintenance, and technical support associated with LAN, Linux, Personal Computers (PC), Apple, and telecommunications hardware/software used by all personnel supporting OFDA (i.e., civilian Federal and contracted), located in both the Washington, D.C. area and the regional field offices (primarily conducted remotely).

The contractor shall:

- a. Install, operate, and upgrade hardware, operating systems, and software components associated with LAN, Linux, and telecommunications platforms for regular daily operations and in support of disaster response activities, as determined by OFDA leadership.
- b. Maintain current documentation of hardware and software standards.
- c. Advise and coordinate with local IT staff at regional offices on the installation, operation, upgrade, and problem resolution on supported servers.
- d. Perform routine, scheduled daily backups on all supported servers and platforms. Conduct routine performance and capacity monitoring on all supported platforms and implement corrective actions in a proactive manner.
- e. Identify and evaluate products and methods to enhance performance and utilization of supported platforms.
- f. Develop and utilize a Change Management Process to review all modifications to the supported platforms and insure consistency and reliability of networks infrastructure.

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- g. Ensure the platforms and related infrastructure hardware and software supported by systems operations are fully operational 99.9 percent of the time or better, except for scheduled down-time (see Section J, Attachment J).
- h. Provide redundancy for critical OFDA.gov hosted systems including email, file servers, Abacus, and SharePoint in the event of primary system disruptions or outages. The redundant system should be able to restore operations to the office within a two hour timeframe (see Section J, Attachment J). This requires a real-time replication of system data to a COOP site.
- i. Notify users of scheduled down time 48 hours in advance at a minimum, or, in special emergency maintenance instances, obtain OFDA TPOC approval for less advanced notice.
- j. Report and document any unexpected downtime on infrastructure hardware/software under the purview of systems operations, including a description of the actions taken to resolve problems, within 24 hours of the event and provide to TPOC.
- k. Conduct all planned network maintenance between the hours of 7:30PM and 7:00AM to minimize user disruption; obtain approval from the TPOC to begin maintenance earlier if required.
- l. Design and implement systems architecture adjustments to ensure efficient information flow and reliable and comprehensive end user services.
- m. Maintain all switches and routers for the OFDA.gov network.
- n. Maintain all printers, faxes, scanners, and UPS units in use by OFDA staff in Washington, D.C. area offices (including three EOCs) and in Costa Rica offices. Ensure that adequate back-up equipment is on-hand to immediately replace failed equipment.
- o. Implement any and all EOC IT equipment upgrades as required for regular equipment lifecycle management or as needed resulting from system or process changes.

### **C.4.2.4 SUBTASK 4 - VOICE SERVICES AND WIRELESS COMMUNICATIONS**

In order to support and maintain OFDA's communications requirements, the contractor shall:

- a. Provide and maintain support for Voice over Internet Protocol (VOIP) phones located in the NPB offices spaces and in the contractor-provided facility to include the EOC therein.
- b. Establish and maintain asset inventory management of all telephony devices to include VOIP phones.
- c. Manage wireless communications devices and associated auxiliary devices, wireless access points / controllers, and other user-operated wireless/auxiliary devices providing either cellular, network and satellite connectivity.
- d. Negotiate with mobile/satellite communications companies to ensure that OFDA staff have the most effective and cost efficient mobile communications service plans, for use Continental United States (CONUS)/Outside the Continental United States (OCONUS).
- e. Prepare, configure, test, troubleshoot, issue, and receive wireless communications devices and associated auxiliary devices.
- f. Prepare, configure, and deploy High Throughput Satellite (HTS) solutions in support OFDA field operations to ensure OFDA staff has high-bandwidth capacity.

- g. Manage all billing related to wireless communications devices, auxiliary devices, and services within the scope of this task.
- h. Interface directly with OFDA personnel to provide device training and to resolve all issues related to services within the scope of this task.
- i. Maintain utilization history to include review of device/service usage, audits, and reconciliation of utilization.
- j. Maintain records on monthly billing and notices to OFDA users and their respective division chiefs.
- k. Provide the OFDA TPOC with monthly billing analysis that includes recommendations for reducing costs.

#### **C.4.2.5 SUBTASK 5 - MULTIMEDIA AND VIDEO CONFERENCING**

The contractor shall provide and support multimedia and conferencing services which include, but are not limited to, the setup, adjustment, and operation of video teleconferencing (VTC) devices, teleconferencing services, audio-visual (A/V) services, desktop collaboration services, and multi-display clocks. The contractor shall provide robust multimedia and conferencing capabilities for OFDA meeting and conference facilities, remote users, and external events as required.

The contractor shall:

- a. Integrate, test, maintain, and operate VTC and A/V suites and teleconferencing hardware and software.
- b. Establish VTC and A/V connectivity to other locations and equipment.
- c. Schedule, coordinate, and administer multiple simultaneous VTC and A/V sessions.
- d. Recommend upgrades to the VTC and AV systems at least annually and incorporate approved upgrades if/when acquired.
- e. Train OFDA personnel on the operation of A/V and VTC equipment.
- f. Validate cable and satellite television billing.
- g. Provide secure desktop videoconferencing capabilities to be made available on both OFUSAID and OFDA.gov networks to facilitate face-to-face communications between Washington, D.C. and the field.
- h. Provide customer support for cable and satellite television service requests.
- i. Provide dedicated, on-call end user support 24 hours per day, 7 days per week, 365 days per year for mission critical and mission essential media and conferencing systems/services operated and maintained by the contractors.

#### **C.4.2.6 SUBTASK 6 - USER SUPPORT**

The contractor shall provide on-site user support to all Washington-based OFDA users and remote support to OFDA field-based or TDY personnel. This shall encompass user support for both the hardware and software components used in DCHA/OFDA desktop configurations, including personnel computer systems and supporting printers as well as other hardware and other IT-related user issues. The contractor shall use a help desk tracking system (HelpSTAR is provided as GFE) for all requests for assistance and/or (e-mail, phone) customer interactions with computer-related problems.

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Standard hours of on-site coverage for service are from 6:30 AM to 6:30 PM Eastern Time (ET), Monday through Friday. During standard business hours, the contractor shall provide acknowledgement of request and/or response within thirty minutes of the initial contact and timely solutions thereafter (see Section J, Attachment J). The contractor shall provide coverage at all three OFDA Washington-based locations. The contractor shall also establish an on-call system for all other hours and shall provide acknowledgement of request and/or response within one hour of the initial contact and timely solutions thereafter (see Section J, Attachment J). The contractor shall design the on-call system so that there is a central point(s) of contact for receiving, assessing the urgency of, addressing and/or relaying the user support issue for full resolution. During an RMT response that required 24/7 User Support, the contractor shall provide acknowledgement of request and/or response within thirty minutes of the initial contact and timely solutions thereafter 24/7 (see Section J, Attachment J).

The contractor shall:

- a. Operate a Help Desk to respond to user calls and emails, and provide desk-side support to resolve user problems with hardware and software at all three OFDA headquarter facilities. The contractor shall ensure the most effective and efficient staffing and use of resources for this task based on industry standards for help-desk support for users.
- b. Upgrade or replace user hardware components and upgrade existing software applications as needs dictate and in accordance with major rollouts of new agency wide applications.
- c. Monitor the performance of PCs, scanners, and printer hardware and software to ensure operability.
- d. Identify and apply corrective measures for identified IT and communications problems.
- e. Provide all Tiers of support for both telephone and on-site technical assistance to customers on all standard software and hardware across all OFDA platforms.
- f. Identify and evaluate products and methods for enhancing the capability and productivity of customers in OFDA's IT environment.
- g. Respond to customer requests for assistance within 30 minutes of receipt of request via email or telephone. The contractor shall provide first call resolution on 85 percent or better of all requests (see Section J, Attachment J).
- h. Document and maintain standard hardware, operating system, and software configurations for OFDA desktops and laptops and ensure that all fielded PCs remain consistent with the standard configurations.
- i. Install and relocate PCs as needed, for example if space configurations change.
- j. Perform proactive and preventive maintenance of USAID desktop and laptops to apply necessary changes to configurations, where appropriate.
- k. Deploy OFDA disk images (e.g., Ghost) of desktop and maintain settings for operating system configuration, web browser configuration, application configuration, and desktop security.
- l. Utilize a Help Desk tracking system to record Help Desk requests and problems, to analyze and document tracking requirements, to prioritize and implement tracking solutions, and to document solutions and train users.

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

- m. Ensure that all three EOCs are operable within one hour of a Senior Management Team (SMT) decision to stand-up an RMT (see Section J, Attachment J). This includes creating RMT user accounts, transferring or establishing distribution lists, assisting users with log-ins or any other user support needs, and ensuring all connectivity and account access is fully functioning.
- n. Provide sufficient IT support to ensure that the EOC(s) remain fully functional 24 hours a day, 7 days a week, during times of RMT activation, and provide on-site Help Desk support during the primary RMT operational hours as established by the Response Manager.

### **C.4.2.7 SUBTASK 7 - FACILITY SUPPORT**

The contractor shall maintain adequate dedicated contiguous space to meet OFDA's operational and IT requirements, in accordance with Section H.9.1. The facility shall be used by the contractor to:

- a. Host and provide end user ICT support to OFDA trainings, conferences, and meetings concerning humanitarian assistance and disaster response and relevant subjects. The hosting requirement for trainings, conferences, and meetings will vary based on size of audience and the duration of events. For the training space, the contractor shall have the capacity to provide four separate rooms to accommodate: 75-100 people (depending on configuration of seating), 40 people, 20 people, and 12 people and an additional two break out rooms for smaller groups of 8-10 people each. The 20-person sized conference room shall be configured to accommodate computer-based training for all 20 attendees. Although events are usually scheduled and planned in advance, given the contingency nature of disaster response, it is possible that unplanned meetings, conferences, and trainings will occur with a less than 24 hour lead time and possibly only one hour. The contractor shall be prepared at all times to support this requirement such that the training space shall be available and appropriately configured to meet seating and A/V requirements within one hour of notification from the OFDA TPOC. Typical usage of the space is to use three of the classrooms simultaneously about 75-85 percent of the year. This space shall be separate from the third EOC. The contractor shall coordinate with the OFDA Training Unit to ensure rooms are appropriately configured for all OFDA training courses and all A/V needs are met.
- b. House the third EOC including interagency overflow capacity. This EOC should accommodate the following: a total of 14 to 16 workstations for standard RMT configuration, an office for smaller meetings and/or to be dedicated to the Response Director, a contiguous conference room for 15 people that can accommodate VTC capabilities, dedicated space for print/copy/fax needs etc., and an additional 12 workstations to accommodate Interagency partners should it be necessary. This space, in its entirety, should be dedicated for the use of RMTs and not be used for dual purposes during non-response times.
- c. Securely warehouse all OFDA DART communications and deployment cache and all IT inventory not otherwise deployed to the end user.
- d. Host the current OFDA.gov network infrastructure.
- e. Seat all IT contractor staff not working in the RRB or NPB.



- f. Provide six dedicated offices for OFDA staff utilization during trainings or to be used for COOP capacity should the RRB be rendered inaccessible.

### **C.4.3 TASK 3 – APPLICATION DEVELOPMENT AND MAINTENANCE**

The contractor shall provide application development, enhancement, maintenance and management services, as well as program management for the application portfolio. The contractor shall also provide support for modernizing the application environment, as needed, to seek efficiencies and keep the application portfolio aligned with the business needs of the organization.

#### **C.4.3.1 SUBTASK 1 - INFORMATION MANAGEMENT APPLICATION SUPPORT**

In support of OFDA's information management applications, Abacus and ART, the contractor shall:

- a. Maintain Sun (OS), Oracle, and other application software.
- b. Administer Linux System, Oracle Database, and Oracle Application Servers.
- c. Provide routine maintenance including upgrades, security, software upgrades, and access vulnerabilities for all software.
- d. Maintain and upgrade the current information management applications, including ART.
- e. Maintain, back up, and recover all data to prevent data loss.
- f. Utilize a secure web server with a Secure Sockets Layer (SSL) Certificate.
- g. Analyze and interpret user business processes based on office policies, procedures, and other systems within the office and make subsequent supporting application enhancements.
- h. Ensure the Abacus solution is current with Agency and Foreign Assistance level information management requirements, systems, and changes/advances to ensure that the solution is able to continue to dynamically and effectively respond to such changes, striving for reconciliation of data and integration wherever possible.
- i. Test and implement new releases.
- j. Analyze and incorporate enhancements to Abacus and ART. Historically, ad hoc recommended enhancements to Abacus are received on a weekly, sometimes daily basis from end users throughout the office.
- k. Provide routine user management including creating new users, password resets, access control, and other related tasks.
- l. Provide customized user training based on staff roles and responsibilities as new personnel come on board. Develop computer-based training solutions to streamline and systemize end user training where possible.
- m. Support policy development as it applies to data and system development.
- n. Identify, interpret, and develop ad hoc reports based on the user requests and policies and procedures.
- o. Monitor and inform managers regarding unutilized parts of the system which are critical for office functions based on policy decisions.
- p. Regularly monitor policy changes and development to map with system development.

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

- q. Develop and provide regular system guidance as well as respond to customized special requests for instructions.
- r. Review, evaluate, and make recommendations for the streamlining and enhancement of OFDA-wide Information Management and provide results to the OFDA TPOC. This may include performing solutions-oriented data modeling, gap analysis, and architecture support.
- s. Serve on OFDA's Awards Change Control Group (ACCG) to ensure that as policy and process changes surrounding assistance and acquisition are implemented by USAID and OFDA, OFDA's program management systems are enhanced to reflect these changes. Provide expert systems-level analysis of the impact of assistance and acquisition changes.

### **C.4.3.2 SUBTASK 2 - INTRANET/INTERNET DESIGN, DEVELOPMENT, AND SUPPORT**

The contractor shall be responsible for providing client solutions to any web, database, collaboration tool or technical training-related request.

The contractor shall:

- a. Maintain OFDA's presence on the USAID website, work with OFDA's Information Support Unit (ISU) on layout and design, and collaborate with the Office of Legal and Public Affairs (LPA) to ensure Section 508 compliance. See the following link to OFDA public website: <http://www.usaid.gov/what-we-do/working-crises-and-conflict/responding-times-crisis>.
- b. Publish content provided by OFDA personnel on the OFDA Intranet, currently MS SharePoint 2010.
- c. Maintain and enhance OFDA's SharePoint solution such that it continues to evolve to meet OFDA user requirements. (OFDA currently uses SharePoint as a collaboration tool and for file storage and sharing. It is also used in conjunction with Abacus to perform proposal reviews.) Develop new solutions for SharePoint to reduce staff time dedicated to common processes.
- d. Ensure timely web/intranet publishing of OFDA-specific information such as Annual Reports, Situation Reports, and Facts Sheets. For basic requests, web publishing shall be met within 30 minutes of receiving content.
- e. Provide technical support to OFDA staff users in the development of presentations or other technical issues.
- f. Design, edit, and modify graphics and images for the web and intranet sites.
- g. Evaluate new customer tools and technologies to meet evolving OFDA web and collaborative requirements.

### **C.4.4 TASK 4 - ICT RESPONSE READINESS OPERATIONAL SUPPORT**

The contractor shall provide all IT and communications services and support necessary for OFDA to maintain response readiness and operational capacity at all times in response to international disasters. This includes both the activation of Washington, D.C.-based RMTs as well as the deployment of field operations support through DARTs and/or field assessment teams. This shall include EOC management, maintenance, and support and the provision of

communications field support, communications training, and field certifications support. The contractor shall also maintain an immediately accessible current cache of operable field communications equipment sufficient for five simultaneous DARTs. Given the nature of disaster responses, this support shall be provided in a fully-integrated manner which provides an expedient solution to the Government that is both high quality and convenient. The contractor shall, as a part of the equipment lifecycle management process, review and evaluate new field communications solutions to meet OFDA requirements.

**C.4.4.1 SUBTASK 1 – EMERGENCY OPERATIONS CENTER (EOC)  
MANAGEMENT, MAINTENANCE, AND SUPPORT**

If the size or complexity of a disaster merits, the OFDA Senior Management Team may decide to stand up a Washington, D.C.-based RMT, often in support of or in preparation for an eventual DART or field assessment deployment. OFDA currently has three standing EOCs and, if necessary, could accommodate the activation of up to four simultaneous RMTs within current space capacity in RRB and NPB. Two EOCs are located at the RRB and one at the operations center (see Section H.9.1). The contractor shall maintain the capacity to support three EOCs and four simultaneous RMTs with the fourth configured within current staff seating. This may require the contractor to employ surge staffing and/or to perform outside of the regular working hours.

In support of response readiness the contractor shall:

- a. Maintain, host, and manage OFDA's EOC at the operations center (see Section H.9.1) not located at RRB such that it is prepared to be fully functional 24 hours a day, 7 days a week, and ready for use within one hour of notification from the OFDA TPOC. The contractor shall provide an EOC in accordance with the requirements set forth in Section H.9.1. Given the nature of disaster responses, it shall be accessible to all personnel supporting OFDA and shall be within eight miles of the RRB and within 30 miles of Washington, D.C. airports (Reagan and Dulles). The third emergency EOC shall be accessible through public transportation, located no more than 15 minutes walking distance from a Metro stop, or through some other widely available means of transportation.
- b. Ensure that all EOCs are configured appropriately for an RMT, such that each EOC has at least 14-16 workstations configured and available for RMT situations to include connectivity to the OFDA.gov network. The contractor shall ensure that all media (e.g., VTC equipment, printers, scanner, fax, copier, and TVs) are available and operational at all three locations. The contractor shall be capable of providing all of this support simultaneously. The contractor shall ensure that all three centers are fully functioning.
- c. Ensure that all EOC workstations are fully functional at all times and ready for use within one hour of notification of stand-up of an RMT by OFDA Senior Management and/or the OFDA TPOC (see Section J, Attachment J).
- d. Create RMT distribution lists in the appropriate email directory.
- e. Perform Short Message Service (SMS) testing in advance to ensure that at the time of RMT activation, SMS messages can be disseminated to all OFDA on-call staff.

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

- f. In coordination with the EOC Manager, facilitate and coordinate Monthly RMT Briefings, held once a month for one hour.
- g. Create and test all RMT user accounts, distribution lists, and the on-line filing structure for RMT within two hours of the time an RMT is activated and named.
- h. Provide access to and/or establish all necessary intranet resources in support of the RMT.
- i. Assist RMT users with logging on and train them on any RMT-specific configurations.
- j. Provide on-site user support during RMT operational hours, as established by the Response Manager.
- k. Provide general end user ICT support to RMT members.
- l. Perform all RMT close out activities relating to the archival of data, information, and user accounts.
- m. At the EOC at the contractor-provided facility, facilitate additional staging, planning, and operational requirements in support of RMTs and in preparation for DART deployments, including:
  - i. Organization of planning sessions for up to 24 people at one time (can be held in existing training/conference room space).
  - ii. Provision of teleconferencing capability with local sites and remote disaster sites.
  - iii. Ensure that all communications (i.e., network, phone, TV, Internet, and teleconferencing and network operations) are available without interruption regardless of the operational capability of the RRB and regardless of any public utility availability.

### **C.4.4.2 SUBTASK 2 - COMMUNICATIONS FIELD SUPPORT**

If the size or complexity of the disaster merits, OFDA field personnel or a DART may be deployed to the affected country to conduct on-the-ground assessments, make recommendations, and oversee the provision of assistance.

In support of a DART or an assessment team deployment to the field, the contractor shall provide the contractor-facilitated staging and communications support, referenced below. This support can be required at any time of the day and week. The contractor shall be prepared to support this requirement 24 hours a day, 7 days a week, 365 days a year and provide the following support within one hour of notification by OFDA TPOC. The contractor shall:

- a. Facilitate Government personnel and their representatives at the third EOC location (where equipment is located) for DART staging and planning sessions within one hour of notification by the Government.
- b. Based on the size of the team to be deployed and the complexity and location of the disaster response, determine the field communications equipment requirement needed to support the field team during the deployment.
- c. From the contractor-maintained cache of Government-furnished equipment, the contractor shall identify, access, and dispatch all IT and communications equipment necessary to deploy during a DART or other field deployment to support the communications requirement of the team to include redundant modes of voice and data communications. The contractor shall ensure that the cache of equipment and supplies is

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

immediately accessible and deployable within one hour of notification. The contractor shall replenish the equipment and supplies to ensure sufficient current cache to support five simultaneous DARTs.

- d. Test all equipment to be deployed prior to dispatching, and assemble and package field communications equipment for undamaged transport (typically checked in as luggage at the airport).
- e. Based on direction from the Response Manager, dispatch additional Government-furnished field equipment to be utilized by all personnel supporting OFDA during a deployment, such as field gear and Chemical, Biological, Radiological, and Nuclear (CBRN) protection.
- f. Document field communications inventory to be deployed with the team and provide to the RMT to be distributed to the field to assist with Customs clearance on the receiving end.
- g. Coordinate with all personnel supporting OFDA to be deployed on the DART to ensure they know when and where to pick up equipment and to provide any pre-deployment refresher training on the use of IT and Communications equipment. Upon receipt of equipment, the staff must be able to arrive at either Washington Dulles or Reagan International airports within one hour of departure from the third EOC.
- h. Transport equipment to the airport and assist the team with clearing it through airport security, as needed.
- i. Begin to prepare an initial Communications Plan (see Section F.3, **Deliverable 18**) for the field team that addresses all field communications requirements, points of connectivity, and contact information.

In addition, during a field deployment, the contractor shall provide the following services from the Washington, D.C. area on an ongoing basis until the team returns from the field:

- j. Update the Communications Plan as needed or provide assistance to the field team in updating the Communications Plan (see Section F.3, **Deliverable 18**).
- k. Work remotely with the field team to troubleshoot any issues that arise related to field communications equipment and/or establishing connectivity with field counterparts and/or OFDA Washington.
- l. Coordinate any additional shipment arrangements either commercially or through diplomatic pouch.

During certain DARTs or field deployments, the Response Director may also opt to require contractor-supplied Communications Officer support for the DART team (historically one per team). The contractor shall be prepared to deploy qualified Communications Officer support anywhere in the world within four hours of notification that a DART is being activated. During these instances, the contractor shall deploy Communications Officer support to provide additional field-based support. This support is critical to the success of the particular DART, to the well-being of the personnel deployed, and to the mission of OFDA. The DART team relies heavily on the knowledge and experience of the Communications Officer to understand the protocols and nuances of the particular country and area in which the DART team must operate.

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

The contractor shall:

- m. For travel purposes, maintain and keep current all contractor personnel files and records necessary for deployment. In addition, deployable contractor personnel shall maintain up-to-date shots and any necessary medical clearances.
- n. The contractor shall be fully responsible for all the necessary administrative requirements for staff to travel including, but not limited to, acquiring passports, visas, and electronic Country Clearances (eCC).
- o. Ensure all field operations are conducted through a pre-approved communications plan. The contractor shall submit initial communications plans within 24 hours of arrival in the country.
- p. Determine and arrange redundant voice and data communications coverage for the DART team.
- q. Establish connectivity for all team calls with OFDA Washington or other parties as needed. The contractor shall test connectivity in advance to reduce the likelihood of connectivity issues during scheduled call times.
- r. Develop, update, and maintain a comprehensive communication plan for the DART team.
- s. Coordinate from the field to Washington, D.C. at all times on updates in the Communications Plan.
- t. Ensure all field communications equipment is functional and connectivity is established.
- u. Troubleshoot and address equipment issues as they arrive.
- v. Proactively address any ad hoc communications needs/challenges as they arise.
- w. In coordination with the Embassy, arrange for radio frequency clearance in the host country at the time of DART deployment.
- x. Coordinate with OFDA's established Search and Rescue teams (located in the U.S. and frequently deployed during responses) to ensure interoperability of equipment and on-going communications capabilities during deployments.
- y. Coordinate with the DART team leader and members as needed on communications requirements.
- z. Conduct field coordination as required during DART deployments with U.S. Embassies, U.S. Missions, and U.N. Agencies, Donors (e.g., International Organizations (IOs), Non-Governmental Organizations (NGOs), charitable organizations), DOD and foreign ministries. This coordination is intended to help facilitate the work of the DART members so that they can better function and to enhance security through better communications.
- aa. Ensure all Field Reports are submitted and reviewed by the contractor on-site rep within two weeks of arrival in the D.C. office after returning from deployment.

In addition, the contractor shall provide dedicated local communications support for the LAC region to be stationed in San Jose, Costa Rica and must be fluent in both English and Spanish. The support is for all services under this subtask and this support will be the first to be deployed

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

in this region on a DART or an assessment team (typically six to ten per year). In addition, the contractor shall provide:

- bb. Support communications needs for local consultants in the region, including the provision and training on the use of laptops, SAT phones, Global Positioning Systems (GPS) units, and other equipment required during deployment.
- cc. Provide on-site LAN desktop support to OFDA LAC field staff in San Jose, Costa Rica. This includes support to a total of 32 personnel comprised of field staff and local consultants at the OFDA LAC office.
- dd. Maintain the ability to provide surge support of up to one additional FTE as needed.

### **C.4.4.3 SUBTASK 3 - COMMUNICATIONS TRAINING**

The contractor shall be responsible for providing formal and informal communications equipment training of OFDA staff. The contractor shall:

- a. Administer, schedule, and conduct the formal communications equipment training necessary to prepare all personnel to effectively operate all field communications equipment to be used during the DART or other field deployments. This is to be formal, classroom-based training to allow for hands-on learning by OFDA staff.
- b. Update all training materials for communications training, as needed. At minimum, this will occur when new types of equipment are added to the inventory or equipment is updated.
- c. Administer informal refresher courses to ensure that all OFDA staff are fully trained on the use and operation of all deployable OFDA IT and communications equipment. This shall occur on an ad hoc basis in advance of deployment and shall be unique to the particular conditions of the disaster-stricken area.

### **C.4.4.4 SUBTASK 4 - FIELD CERTIFICATION**

The contractor shall perform scheduled field certification of all ICT equipment used by OFDA regional field staff. Field certification is typically performed once every six months or annually for each regional location, based on the availability and need of regional field staff, and lasts from one to two weeks per location. The ability to schedule field certification trips can also be impacted by the occurrence of disasters. During the field certification trip, the contractor shall:

- a. Transport any new communications or IT equipment to replenish or upgrade field staff cache.
- b. Coordinate with local USAID ICT staff as needed in support of all personnel supporting OFDA.
- c. Test all communications equipment on-site at field offices.
- d. Ensure that field users' communications and desktop systems are updated and configured to meet any and all hardware, services, and/or security changes.
- e. Perform OFDA ICT inventory review and updates.

## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

- f. Train field staff on new equipment and provide refresher staff training to ensure that all OFDA field staff are fully trained on the use and operation of all deployable OFDA IT and communications equipment.
- g. Troubleshoot and address any other outstanding IT and communications equipment or general user issues.

As a part of field certification, the contractor shall also certify that all communications equipment installed in the OFDA vehicle inventory is properly installed and fully functioning. The contractor shall:

- h. In coordination with OFDA Logisticians, schedule site visits to OFDA warehouses containing vehicles (currently only in Dubai, United Arab Emirates), approximately twice a year. The contractor shall conduct an on-site review of vehicles to ensure proper installation and functionality of equipment and deployment readiness.
- i. In coordination with OFDA Logisticians, schedule trips to vehicle armoring plants in the U.S.; there are approximately three trips per year. During the on-site visit, the contractor shall provide technical advice and oversight to the installation of communications gear in the vehicles to ensure operability and full functioning of equipment.
- j. As required, travel to OFDA field offices to troubleshoot and provide maintenance to vehicle field communications equipment.

### **C.4.5 TASK 5 - ICT EQUIPMENT MANAGEMENT**

The contractor shall provide ICT equipment management support including procurement services and inventory storage and management, and equipment lifecycle management to ensure availability, utility, and accessibility of necessary equipment for OFDA's on-going ICT operations and maintenance as well as for RMTs and field responses.

#### **C.4.5.1 SUBTASK 1 - PROCUREMENT AND INVENTORY MANAGEMENT**

The contractor shall procure communications equipment and services and IT equipment. Specifically, the contractor shall be required to purchase materials, equipment, and communication services necessary to support OFDA's daily operational business requirements as well as emergency operations. (Refreshment of equipment has historically required quarterly purchases.) All procurements shall be performed by the contractor in the most fiscally responsible manner that meets the urgent timelines needed in an emergency response environment. The contractor shall:

- a. Use expert knowledge and experience to evaluate the inventory that is required for potential deployments and provide recommendations to the Government concerning purchases that would be required to maintain optimal readiness.
- b. Procure or acquire required OFDA ICT equipment and services in a competitive and auditable manner. The contractor shall manage all subcontractor invoices/payment and provide proper documentation of such payments when invoicing the Government.
- c. Manage the procurement from purchase to storage to distribution. This process shall include shipping, customs clearance, inventory record keeping, and official receipt of goods in overseas locations.



## SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

- d. Ensure all shipping of all equipment will meet basic industry standards (i.e., labeling of boxes and packing slips).
- e. Maintain all warranties for the Government-supplied and contractor-procured equipment. These are standard commercial warranties. The contractor shall ensure that nothing is done to void the warranties.
- f. Track all OFDA material purchases and Government-Furnished Equipment (GFE) shipped to OFDA for this contract.
- g. Label all OFDA equipment procured prior to assigning/providing it to OFDA personnel.
- h. Attain signatures from all personnel to whom ICT equipment is provided for temporary (e.g., field deployments) or permanent use and maintain appropriate files to track the receipt and return of equipment. Signatures are not required for equipment in support of day-to-day operations such as desktop computers or other equipment utilized within the RRB, NPB, or the operations center (see Section H.9.1).
- i. Ensure all equipment shall be examined with regards to cost effectiveness to repair and deemed repairable or not. If not, equipment shall be disposed of via the Life Cycle Process.
- j. Maintain complete and accurate records for all hardware and software.
- k. Maintain an inventory management system such that the contractor is prepared at all times to provide necessary documentation and demonstration in response to audit requests as to the location of all IT assets.
- l. Manage all overseas-deployed equipment unless equipment is signed over to a third controlling party (e.g., retired or donated to NGOs or other parties).
- m. Track and report on all overseas-deployed Government equipment annually.
- n. Manage, track, and store all OFDA ICT equipment in a secure manner.
- o. Support the OTI laptop inventory requirement. (Currently, there are approximately 200 laptops.)
- p. Maintain the Comprehensive Inventory and Accountability Plan that tracks OFDA equipment at facilities in transit, being used for exercises, and in the field.
- q. Provide physical transportation support for OFDA official business such as transportation for IT and communications inventory between all OFDA's U.S.-based facilities in the Metropolitan D.C. area, as well as the transportation of equipment from/to both Dulles and Reagan International airports in preparation for a DART deployment or a field assessment.

In addition, the contractor shall provide a Software and Hardware Inventory bi-annually (two times per year) at minimum (see Section F.3, **Deliverable 19**).

### **C.4.5.2 SUBTASK 2 - LICENSE MANAGEMENT**

The contractors shall:

- a. Maintain the software inventory through control of licenses and media, handling of software requests, distribution of software to users, and evaluation of new software.

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- b. In order to avoid redundant purchase of software licenses, the contractor shall verify that USAID OCIO does not already possess the same or similar software licenses that can be accessed and used by OFDA personnel.
- c. Manage Geographic Information Systems (GIS) software licensing (provided with the GFE), perform software/ hardware evaluation, and respond to web-related Geographic Information Unit (GIU) issues.

### **C.4.5.3 SUBTASK 3 - EQUIPMENT LIFE CYCLE MANAGEMENT**

The contractor shall implement a comprehensive life cycle management plan that will ensure a 99 percent equipment readiness rate at any given time upon deployment for all equipment procured and fielded for OFDA (see Section J, Attachment J). The contractor shall:

- a. Ensure all designated hardware/software equipment under the contractor management control is managed in accordance with a contractor-supplied, industry standard Life Cycle Management Processes (LCMP).
- b. Evaluate and repair OFDA equipment within 10 working days unless an agreed upon longer time is negotiated with the OFDA TPOC. Equipment the contractor is unable to repair shall be sent to an authorized facility for repair.
- c. Provide records to the OFDA TPOC of restocking when current equipment levels will not sufficiently support five simultaneous DARTs.
- d. Dispose of obsolete or unserviceable equipment via the LCMP with the OFDA TPOC's approval.
- e. Report on the proper disposal of OFDA equipment and ensure proper documentation is maintained.
- f. Balance OFDA's immediate and ongoing operational needs with the need to phase out older equipment and utilize emerging technologies.

### **C.4.6 TASK 6 - SURGE ICT SUPPORT (Optional CLIN)**

The contractor shall provide ICT support as indicated under Tasks 2, 3, 4, and 5 in a surge capacity when OFDA staffing levels exceed the estimates set forth in this TO and as approved by the Government. The determination of OFDA staffing levels is measured through full-time employees and surge staff assigned to OFDA for disaster response purposes. The Government estimates that OFDA full-time staffing levels will increase by 10 percent total over the period of performance of five years. Currently, there are approximately 400 full-time OFDA staff and it is estimated that this will grow to approximately 440 in the final option period of this TO.

The process for initiating additional surge support will be completed on a case-by-case basis, approved by the Government, and executed via a modification to the TO exercising the optional CLIN. The Government will consider requests for additional surge support when the OFDA staffing levels exceed the estimates set forth in the solicitation by an amount that requires additional full-time contractor personnel. The contractor shall provide a schedule and rough order of magnitude for providing surge support, for Government review and approval, prior to providing any additional surge support under this optional task. The contractor shall provide the capability to track schedules, performance, and cost at the individual surge request level.

**C.4.7 TASK 7 – EXECUTE TRANSITION-IN**

The contractor shall provide a Draft Transition-In Plan (see Section F.3, **Deliverable 4**), an updated version of the Transition-In plan provided with the contractor's proposal at the Kick-Off Meeting and execute the Transition-In Plan. The contractor shall ensure that there will be minimum service disruption to vital Government business and the end user, and no service degradation during and after transition. All transition activities shall be completed within 90 calendar days after the Project Start date indicated in Section F.

**C.4.8 TASK 8 – EXECUTE TRANSITION-OUT**

The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan (see Section F.3, **Deliverable 20**) no later than (NLT) 120 calendar days prior to expiration of the TO. The contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. Points of contact.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings. The contractor shall begin executing its Transition-Out Plan NLT 90 calendar days prior to expiration of the TO.